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TAB 34

Recommendation: "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions."

Concur. OTR has done some preliminary research and planning for such a course and, in fact, already offers some training in separate functional courses at this level, such as management and overseas effectiveness training. The Director of Training has been reluctant to push a mid-career course, however, while training is still approached on a permissive basis.

The majority of Office and Staff heads of DD/S have signified their agreement with the need and utility of a mid-career course as envisioned by the IG. If the other Deputy Directorates show a similar interest, and if this course shall be attended on a "planned" basis, I shall request OTR to move ahead with their planning.

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I should like to pause here to comment briefly on the present state of management training. OTR now offers three separate scheduled courses in management and supervision, arranged by student grade levels, plus a new senior seminar in management for selected, senior officers of the Agency. In addition, numbers of Agency personnel, especially from the DD/S, have completed external management training of various types in such institutions as the Harvard Business School, University of Chicago, American Management Association, the U. S. Army Management School, the Brookings Institution, and others. We have now reached the point where we can relate the various management training facilities to the varying needs of our employees, and I foresee that we shall continue to take appropriate advantage of these several opportunities.

Nevertheless, I agree that Agency doctrine and problems of command, management, personnel administration, and supervision should be given due weight in the proposed mid-career course.

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